



GENERAL SERVICES ADMINISTRATION
FEDERAL SUPPLY SERVICE
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST



Online access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!™, a menu-driven database system. The INTERNET address for GSA Advantage!™ is: GSAAdvantage.gov.

SCHEDULE TITLE: FSC Group 874 – Mission Oriented Business Integrated Services and Products (MOBIS)

CONTRACT NUMBER: GS-10F-0088W

CONTRACT PERIOD: January 7, 2010 through January 6, 2015

CONTRACTOR: ShouldersCorp.
42 Stoneridge Drive, Suite 101
Waynesboro, VA 22980
Phone Number: (703)468-0835
Fax Number: (540)949-5342
www.shoulderscorp.com

CONTRACTOR REPRESENTATIVE: James Donnelly
Phone Number: (703)468-0835
E-Mail: jdonnelly@shoulderscorp.com

BUSINESS SIZE: Small

PRICES SHOWN HEREIN ARE NET (DISCOUNT DEDUCTED)

1. CUSTOMER INFORMATION:

1a. TABLE OF AWARDED SPECIAL ITEM NUMBERS (SINs)

<u>SIN</u>	<u>DESCRIPTION</u>
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874-1	Consulting Services
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1b. SERVICE DESCRIPTIONS – See Pages 4-11

1c. HOURLY RATES: See Pages 12-13

2. MAXIMUM ORDER: \$1,000,000

3. MINIMUM ORDER: \$2,500.00

4. GEOGRAPHIC COVERAGE: Domestic, 50 states, Washington, DC, Puerto Rico, US Territories.

5. PRODUCTION POINT: N/A to Services

6. DISCOUNT FROM LIST PRICES: Prices contained herein are Net. Discounts have been taken.

7. QUANTITY DISCOUNTS: None.

8. PROMPT PAYMENT TERMS: Net 30 Days

9a. Government Purchase Cards are accepted at or below the micro-purchase threshold.

9b. Government Purchase Cards are accepted above the micro-purchase threshold.

10. FOREIGN ITEMS: None

11a. TIME OF DELIVERY: As agreed between ShouldersCorp and Ordering Agency.

11b. EXPEDITED DELIVERY: As agreed between ShouldersCorp and Ordering Agency.

11c. OVERNIGHT AND 2-DAY DELIVERY: Available for all services in this price list. Please contact ShouldersCorp for details.

11d. URGENT REQUIREMENTS: When the Federal Supply Schedule contract delivery period does not meet the bona fide urgent delivery requirements of an ordering agency, agencies are encouraged, if time permits, to contact the Contractor for the purpose of obtaining accelerated delivery. The Contractor shall reply to the inquiry within 3 workdays after receipt. (Telephonic replies shall be confirmed by the Contractor in writing.) If the Contractor offers an accelerated delivery time acceptable to the ordering agency, any order(s) placed pursuant to the agreed upon accelerated delivery time frame shall be delivered within this shorter delivery time and in accordance with all other terms and conditions of the contract. Agencies may also contact ShouldersCorp to effect a faster delivery.

12. FOB POINT: Destination

13a. ORDERING ADDRESS: Same as Contractor's address

13b. ORDERING PROCEDURES: For Supplies and Services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3.

14. PAYMENT ADDRESS: Same as Contractor's address

- 15. WARRANTY PROVISIONS:** Only personnel with the education, experience and expertise described in the Labor Category Descriptions of this pricelist will be utilized.
- 16. EXPORT PACKING CHARGES:** N/A
- 17. TERMS AND CONDITIONS OF GOVERNMENT PURCHASE CARD ACCEPTANCE:** N/A
- 18. TERMS AND CONDITIONS OF RENTAL, MAINTENANCE, AND REPAIR:** N/A
- 19. TERMS AND CONDITIONS OF INSTALLATION:** N/A
- 20a. TERMS AND CONDITIONS OF REPAIR PARTS INDICATING DATE OF PARTS PRICE LISTS AND ANY DISCOUNTS FROM LIST PRICES:** N/A
- 20b. TERMS AND CONDITIONS FOR ANY OTHER SERVICES:** N/A
- 21. LIST OF SERVICE AND DISTRIBUTION POINTS:** N/A
- 22. LIST OF PARTICIPATING DEALERS:** N/A
- 23. PREVENTATIVE MAINTENANCE:** N/A
- 24a. SPECIAL ATTRIBUTES SUCH AS ENVIRONMENTAL ATTRIBUTES (e.g. recycled content, energy efficiency, and/or reduced pollutants):** N/A
- 24b. SECTION 508 Compliance for EIT:** N/A
- 25. DATA UNIVERSAL NUMBER SYSTEM (DUNS) NUMBER:** 74687042
- 26. NOTIFICATION REGARDING REGISTRATION IN CENTRAL CONTRACTOR REGISTRATION (CCR) DATABASE:** Registration valid until 6/4/10

LABOR CATEGORY DESCRIPTIONS

Commercial Job Title: **System Architect**

Minimum/General Experience: Seven years of experience as a system designer, plus at least three years of experience as an architect for significant system implementation efforts.

Experience must include all aspects of systems, e.g., workflow, communications, reliability, and security. Expertise is in the most recent and advanced understanding of technologies, cutting edge human user interface techniques, legacy systems reengineering, requirements and development methodologies, including open source and commercially available solutions within the domain of interest. Communications (both written and verbal) and management/program management skills must be excellent.

Functional Responsibility: Responsibilities are for developing the overall architecture at a business enterprise scale for communication systems including complete system engineering and business design. The System Architect is responsible for full lifecycle system success that includes; system inception, trade-offs (including buy versus build), requirements, design (including trade-offs), implementation, and full system acceptance, through successful user adoption, including improvements. The System Architect is responsible for performing system and project audit and evaluations from a systems/software architecture perspective and reporting on findings. Such studies may include benchmarking industry and domain best practice and currently available open source, commercial, and government comparable systems. The System Architect is expected to also coach, train, advise, and assist customer leadership in pertinent technology/systems history, current state, and anticipated futures.

Minimum Education: PhD in Business Management, Math, or Science

Commercial Job Title: **System Designer**

Minimum/General Experience: Five years of system design and development experience is required. Leads design, development and maintenance efforts supporting system development. Ability to act as technical resource that requires a high level of technical and analytical expertise in system engineering, communication systems, programming languages, and a strong understanding of the business operation/customer. Has reengineering experience and is well versed in the latest technologies and development methodologies.

Functional Responsibility: The System Designer is responsible for the design of all operational systems, and for designing systems that can be developed and delivered in increments of end-to-end threads and for least user impact during reengineering efforts. Refactors system design as new information is learned and requirements change. The System Designer is responsible for performing system and project audit and evaluations from a systems design perspective and

reporting on findings. Such studies may include benchmarking industry and domain best practice designs that are currently utilized open source, commercial, and government comparable systems. The System Designer may also coach, train, advise, and assist customer leadership in pertinent systems design history, current state of the art design practices, and anticipated future directions.

Minimum Education: MS in Business, Engineering, or Science

Commercial Job Title: **System Engineer**

Minimum/General Experience: Five years of general experience in systems engineering including two years of demonstrated specialized experience with one or more computer certifications; supervises up to five other engineers; designs moderately complex multi-protocol networks; skilled in writing process scripts; proficient with Microsoft, Linux, or Unix-based networked systems. Exceptional skills in defining requirements necessary for realization of both functional and non-functional systems requirements through appropriately sized systems, network traffic, and throughput expectations. Provides designers, developers, and testers with critical information necessary for a successful system implementation.

Functional Responsibility: Responsibility for simulating and evaluating system designs with respect to speeds, feeds, bandwidths, costs, traffic analysis, required hardware, and "Failure Modes and Effects Analysis". The System Engineer is responsible for performing system and project audit and evaluations from a systems engineering perspective and reporting on findings. Such studies may include industry standards and thresholds, system and network capacity and bandwidths, and benchmarking comparable systems. The System Engineer may also coach, train, advise, and assist customer leadership in pertinent systems engineering history, current state, and anticipated futures, that typically include anticipated usage loads, system configurations and trends, combined with risk scenarios.

Minimum Education: MS in Business, Engineering, or Science

Commercial Job Title: **Quality Assurance (QA) Manager**

Minimum/General Experience: Five years experience managing one or more teams of QA staff. Experienced in developing and executing QA plans to achieve highest levels of quality. Must understand external user-level testing and also internal, component level testing of hardware, software and communication systems. Must be experienced in use of supporting configuration management, QA issue tracking, performance measurement, and build management tools.

Functional Responsibility: Responsibility for the design and implementation of test plans for complete systems including functionality, usability, performance, project planning, scheduling,

and reliability testing. The QA Manager is responsible for performing system and project audit and evaluations from a QA perspective and reporting on findings. Such studies may include benchmarking industry and government best practices. The QA Manager may also coach, train, advise, and assist client-based QA teams and managers in pertinent best practices and anticipated future QA breakthroughs and scenarios.

Minimum Education: BS in Business or Arts & Sciences

Commercial Job Title: **Quality Assurance (QA) Engineer**

Minimum/General Experience: At least 2 years experience executing user level and component level testing of systems or applications. Must be capable of effectively understanding requirements of users and validating that systems or applications meet those requirements.

Functional Responsibility: Responsibility for implementing detailed functional, component level test plans, studies, analyses, and scenario simulations. The QA Engineer may also be responsible for performing system and project audit and evaluations from a QA engineering perspective and reporting on findings. Such studies may include defining, communicating, and benchmarking industry and government best QA practices, tools, techniques, and expected future trends.

Minimum Education: BS in Arts & Sciences or Business

Commercial Job Title: **Technical Writer**

Minimum/General Experience: Two years technical writing and one year of business experience is necessary. Supports the timely production of written deliverables. Is competent in the development of users manuals and other materials that support end-users. Organizes project/schedule and manages progress and client expectations relative to the project plan. Develops systems for the organization, review, and delivery of deliverables. Conducts research about product by interviewing subject matter experts, reviewing existing documentation and using the application. Develops original end-user documentation and edits existing documentation. Follows through on documentation aspect of projects to completion, including client sign off, production and archiving.

Functional Responsibility: Responsibility for editing and delivering written documentation, ushering it through the review and revision process, and achieving final customer acceptance and sign-off. Is also responsible for reading programs, technical specifications, and business plans to develop user and system level technical and business documentation.

Minimum Education: BS in English, Liberal Arts, Business or Arts and Sciences

Commercial Job Title: **Program Manager**

Minimum/General Experience: Requires strong business skills in technologies and industries, as well as previous experience working for a software vendor, consulting firm, or system integrator. Proven oral presentation and customer interaction skills are also a must. Must have over 5 years of program management experience, plus two years in the applicable domain. Has demonstrated technological competency and clearly understands the balance between available technology, operational mission requirements, systems risks and reliability, system verification/validation, and business process adaptations.

Functional Responsibility: Overall responsibility for developing and managing sets of complete project teams. Mediates between customers/users and the project team. Deals with commercial, personnel, and technical issues. Manages competing teams of designers/developers and quality assurance personnel. The Program Manager provides resource and program projections and estimates and is responsible for staff and portfolio management, including advice and assistance to others performing these responsibilities. Also consults and advises on program planning, audits, and evaluations from a program management perspective. Responsibilities may include program management coaching, program management policy and regulation development, training, presentations, and stakeholder support and management.

Minimum Education: MS in Business, Math, or the Sciences

Commercial Job Title: **Project Manager**

Minimum/General Experience: Must have at least 3 years of project management experience. For Agile legacy reengineering projects, must have at least one year of Agile experience and one year of legacy reengineering experience. Requires relevant experience developing and executing development plans, understanding key metrics to evaluate progress, and managing all the day to day internal issues associated with the project, including regular communication with the program manager and the key stakeholders. Must exhibit project leadership and communication skills with stakeholders while performing project planning and scheduling, earned value management support, objectives and performance management, program integration, reporting, and close-out. Must have successfully completed a project judged to be at least 80% of the size and complexity of the proposed system and a working knowledge of project management, including tools, techniques, and programs. Must also have good leadership and communication skills.

Functional Responsibility: Responsible for managing all aspects of a project using state-of-the-art project management techniques appropriate to the project and customer. Responsible for ensuring overall project approach (such as Agile) is well understood by all and proper skills are on the project team and training is incorporated into the project plans. The Project Manager is

also responsible for providing advice and assistance to client project managers and stakeholders. The Project Manager provides project leadership and communication with stakeholders and also performs project planning and scheduling, earned value management, performance definition, measurement, monitoring, and reporting. Regular stakeholder briefings, meeting participation, and related support services are typical and expected. Responsibilities also include integration of projects into overall programs and range from early inception through project closeout. Responsibilities also include project management coaching, project management policy and regulation development, training, presentation, and project-level stakeholder support and management.

Minimum Education: MS in Business Management, English, or Science.

Commercial Job Title: **Report Designer**

Minimum/General Experience: 3 years of experience in interviewing, documenting requirements, designing, and creating reports using report writing technology and popular report writing tools such as Crystal Reports. Plus must have 2 years of experience in the analysis and use of metrics and demonstrated skills in the graphical depiction of quantitative data. Must be able to collect, analyze, and synthesize multiple conflicting inputs into easy to understand and utilize reports. Demonstrated understanding and experience in the applicable domain.

Functional Responsibility: Responsibility for requirements elicitation and collection through interviews and understanding of the business domain in situ. Responsibility to design and prototype the designs including validation and feedback on the reports based upon the existing data model and the stated user business requirements. The Report Designer is also responsible for performing system and project audit and evaluations from a reports design and usage perspective and reporting on findings. Such studies may include benchmarking industry and government best practices and associated state-of-the-art and state-of-the-practice reports design, including the graphical display of quantitative data. The Reports Designer may also coach, train, advise, and assist client-based report definition teams and managers in pertinent best practices and anticipated future report definition breakthroughs and scenarios. Report Designer responsibilities cover all aspects from data collection to metric representation, and appropriate report usage.

Minimum Education: MS in Business, Math, or the Sciences

Commercial Job Title: **Business Analyst**

Minimum/General Experience: An intimate knowledge of the business problem being addressed by an application or system. Serve as a "surrogate user" with excellent communication skills. Clearly understands the legacy system as well as has a clear comprehension of the envisioned

reengineered system. At least 2 years of experience as a business analyst or in the applicable domain and/or associated technology.

Functional Responsibility: Responsibility for being the on-site advocate for users. Works alongside developers to explain all relevant subject matter, business processes, and business rules. Ensures appropriate representation and input of all user types. The Business Analyst is also responsible for performing system and project audits and evaluations from a business analysis perspective and reporting on findings. Such studies may include benchmarking industry and government best practices and associated state-of-the-art and state-of-the-practice business analysis techniques.

Minimum Education: BS in Liberal Arts or Business

Commercial Job Title: Risk Management Specialist

Minimum/General Experience: Must have 7 or more years of experience in applicable systems domain (medical systems, man-rated systems, operational flow, specialized systems development) and the application of risk management within the domain, in particular. Must understand risk management at operational level, system level, departmental level, and enterprise level, particularly in the reengineering of mission critical legacy systems. Must be fluent in all relevant risk and reliability analytics.

Functional Responsibility: Responsibility for determining required sources of risk and risk management data and for analyzing such data, using the appropriate risk analytics in order to present results in an understandable and appropriately timely fashion. May have systems reliability responsibilities as well. The Risk Management Specialist is also responsible for performing system and project audit and evaluations from a risk management perspective and reporting on findings. Such studies may include benchmarking industry and government best practices and associated state-of-the-art and state-of-the-practice in risk management. The Risk Management Specialist may also coach, train, advise, and assist client-based project management and risk management personnel and managers in pertinent best practices and anticipated future risk management (identification, assessment, mitigation, avoidance, etc.) and reliability breakthroughs and scenarios.

Minimum Education: PhD in Math, Operations Research, or Finance.

Commercial Job Title: Business Consultant

Minimum/General Experience: Must be considered a subject matter expert in the designated field based upon at least 10 years of direct experience. Must also be capable of efficiently

communicating with sponsors and user representatives as well as software and system developers in defining the needs, desires and constraints of anticipated new systems.

Functional Responsibility: Senior level business executive responsible for consulting with all levels of management to determine how to turnaround an ailing business, troubled project, or deadlocked negotiations. Responsible for recommending the appropriate management changes, scheduling changes, and /or changes in expectations. Responsible for ensuring adequate, complete, and consistent system definitions, necessary for creating and/or reengineering solutions to business/operational problems. The Business Consultant provides specialized expert consulting and advice on program definition, purpose, and alignment. Also performs audits, and evaluations from a business perspective relating to the agency/client's mission or initiatives. Responsible for performing, documenting results and recommendations, and presenting outcomes of studies, analyses, scenarios, and reports related to the client/agency's mission-oriented business programs or initiatives. Examples of these include; defense studies, tabletop exercises, scenario simulations, educational studies, regulator and policy studies, health care studies, economic studies, etc. as is applicable for the engagement.

Minimum Education: MS in Business or Technology as appropriate

Commercial Job Title: **Business Rules Specialist**

Minimum/General Experience: Must have detailed knowledge of business rule-based systems for applicable mission domain (medical, operations, adjudication, investments, insurance, etc.). Must understand mission-oriented businesses and be experienced in the application of business strategy, planning, performance monitoring, and problem solving. Must have 7 or more years of direct experience designing and implementing rule based systems using latest available technology. Must have two years or more of experience in the business rules aspect of legacy systems reengineering.

Functional Responsibility: Responsible for evaluating, designing, and/or reengineering business rules, knowledge management systems, and artificial intelligence applications. Also responsible for deciding how business rules will be recovered from legacy systems or rewritten. Continuously converts state of the art research into practical commercial applications on time, on spec and on budget. The Business Rules Specialist provides specialized expert consulting and advice on program definition, purpose, and alignment. Also performs audits, and evaluations from a business perspective relating to the agency/client's mission or initiatives. Responsible for performing, documenting results and recommendations, and presenting outcomes of studies, analyses, scenarios, and reports related to the client/agency's mission-oriented business programs or initiatives. Examples of these include; defense studies, tabletop exercises, scenario simulations, educational studies, regulator and policy studies, health care studies, economic studies, etc. as is applicable for the engagement.

Minimum Education: PhD in Business or Technology as appropriate

Commercial Job Title: Legacy System Engineer

Minimum/General Experience: Must have intimate knowledge of relevant legacy systems and have worked in the applicable domain for over 3 years. Must have a clear understanding of the legacy system architecture and development processes as well as expertise in recent and advanced technologies, with a clear understanding of areas of potential compatibility and conflict. Must have at least 2 years experience in working in both the legacy environment and the target new technology. Legacy systems often involve one or more IBM mainframes and often involve legacy technologies such as M-Code, COBOL, Fortran, transaction processing systems, IMS, REXX, Fileman, and DB/2. The Legacy System Engineer's key is in knowing not only the technologies, but also the particular systems that must either be replaced or connected, as well as expertise in the target technology and development methodologies.

Functional Responsibility: Responsibility for reading legacy programs and associated documentation to capture business rules, data models, screen definitions, and other relevant information in order to expedite the re-engineering of these applications/systems. Works closely with the designers and developers to ensure that end-user transitions have the least impact and experiences are in alignment with business system redesign initiatives. The Legacy Systems Engineer provides specialized expert consulting and advice on transitional program definition, purpose, alignment, and environment and cultural compatibility. Also performs audits, and evaluations from a business and legacy perspective relating to the agency/client's mission or initiatives.

Minimum Education: MS in Business, Math, or the Sciences.

MOBIS SERVICES PRICE LIST

YEAR 1

Labor Category	Customer Site Rate	Contractor Site Rate
System Architect	173.45	
System Designer		167.95
System Engineer	139.04	
QA Manager	108.36	
QA Engineer	88.59	
Technical Writer	73.68	
Program Manager	163.47	
Project Manager	126.15	
Report Designer	138.04	
Business Analyst	71.05	
Risk Management Specialist		190.71
Business Consultant	163.73	
Business Rules Specialist	173.38	
Legacy System Engineer	139.32	

YEAR 2

Customer Site Rate	Contractor Site Rate
178.65	
	172.99
143.21	
111.61	
91.25	
75.89	
168.37	
129.93	
142.18	
73.18	
	196.43
168.64	
178.58	
143.50	

YEAR 3

Customer Site Rate	Contractor Site Rate
184.01	
	178.18
147.51	
114.96	
93.99	
78.17	
173.43	
133.83	
146.45	
75.38	
	202.32
173.70	
183.94	
147.80	

Year 4

Labor Category	Customer Site Rate	Contractor Site Rate
System Architect	189.53	
System Designer		183.52
System Engineer	151.93	
QA Manager	118.41	
QA Engineer	96.80	
Technical Writer	80.51	
Program Manager	178.63	
Project Manager	137.85	
Report Designer	150.84	
Business Analyst	77.64	
Risk Management Specialist		208.39
Business Consultant	178.91	
Business Rules Specialist	189.46	
Legacy System Engineer	152.24	

Year 5

Customer Site Rate	Contractor Site Rate
195.22	
	189.03
156.49	
121.96	
99.71	
82.93	
183.99	
141.98	
155.37	
79.97	
	214.65
184.28	
195.14	
156.81	

All hourly rates include the 0.75% Industrial Funding Fee